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FACTS  
FOR  
MEMBERS  
OF THE  
PERSONNEL CAREER SERVICE

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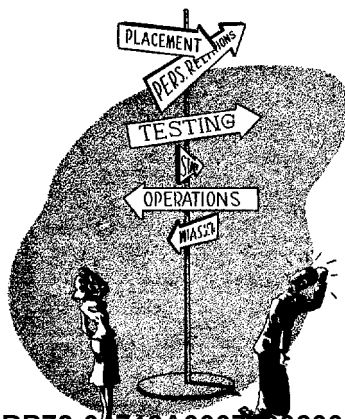
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# **FACTS FOR MEMBERS**

## **Of The**

### **PERSONNEL CAREER SERVICE**



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## INTRODUCTION

This booklet is addressed to each career employee who is designated as a member of the Personnel Career Service. It has been prepared in accordance with the policy of the Assistant Director (Personnel) that the members of the Personnel Career Service be kept well informed concerning the career service programs which affect them. The purpose of this booklet is to provide current answers to questions about these programs.

The career service program of the Personnel Career Service is new. Many of the policies and procedures of the program have not yet been finally determined. As a result, the answers presented in this booklet are subject to change at a later date.

While this booklet is unclassified, it is for official use only.

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## THE PERSONNEL CAREER SERVICE

### *What is the CIA Career Service Program?*

Very briefly, it is a program designed to make the Agency a better place in which to work. The program identifies each person who wishes a career with the Agency and who is considered by the Agency as suitable for a long-term association. The skills of these persons are developed and maintained throughout their careers with the Agency, and are utilized in planned assignments to positions of progressively greater responsibility. The program attempts to stimulate maximum service among career personnel through the experience of personal growth and identification with the objectives and operations of the Agency. Career personnel are provided with working conditions and benefits which help to make their association with the Agency a satisfying and rewarding experience. Other aspects of this program are presented in CIA regulations.

### *What is the CIA Career Service Board?*

The various activities of the CIA Career Service Program are generally supervised by a CIA Career Service Board composed of the Agency's key officials. The Board is responsible for advising the DCI on methods and policies for making CIA a better place in which to work. It reviews and

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recommends policy concerning the Career Service Program, and advises concerning all policy matters affecting Agency personnel. It is concerned primarily with policy, not with day-to-day decisions or details. It also reviews the functioning of the Office Career Service Boards, and advises the DCI on matters pertaining to the use and development of the officials in the Agency's Executive Inventory.

*What is the Personnel Career Service?*

You are a part of the Personnel Career Service. It is that group of Agency career employees who are working to discharge the responsibilities assigned to the Assistant Director (Personnel) and the Personnel Director. Naturally, nearly every employee of the Personnel Office is a member of the Personnel Career Service. There are, however, persons in other components of the Agency who participate in the Agency's program of personnel administration whose career management and development is in the Personnel Career Service. . Actually the Personnel Career Service is not only the persons who compose it, but is also the positions which they occupy and the responsibilities which they assume in achieving their part of the Agency's mission. It is in these positions that you are utilized and it is for future personnel requirements of this Career Service and of the Agency that you are being developed. In summary, the Personnel Career Service is a group of career employees with a common mission who share certain specialized responsibilities

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which are the framework for planning their utilization and development. All of these persons are under the career planning jurisdiction of the Assistant Director (Personnel) and the Personnel Director.

*What is the Personnel Career Service Board?*

The Board is a group of Division Chiefs within the Personnel Office who meet at least once each month and ordinarily more frequently. The Board is responsible to the Assistant Director (Personnel) and to the Personnel Director for the operation of the career service program of the Personnel Career Service. It is primarily an advisory group, and recommends policies and programs for approval. It serves to advise the Personnel Director (as requested) concerning the assignment, reassignment, training, rotation, separation, and other actions proposed for members of the Personnel Career Service, and recommends career development plans for individuals. It develops the training program of the Personnel Career Service, monitors the training activities, and reviews training requests. The Board watches over and





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promotes your career development, and recommends actions to equip you both for your present assignment and for progressively more responsible assignments in accordance with long-range personnel requirements.

*With what objectives is the Personnel Career Service Board concerned?*

The following objectives have been established by the Personnel Career Service Board and approved by the Personnel Director and the Assistant Director (Personnel) :

a. To maintain a stable and permanent staff of career employees to meet the long-term continuing needs of the Personnel Career Service.

b. To determine quantitative and qualitative requirements for career employees by continuous analysis of the work activities throughout the Agency which are a functional responsibility of the Assistant Director (Personnel).

c. To evaluate the effectiveness and capabilities of career employees throughout their association with the Personnel Career Service, and to provide them with assignments which enable them to contribute to a maximum and to develop their capability for progressively more responsible assignments.

d. To establish, insofar as possible, working conditions, relationships and benefits which cause career employees to develop personal

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identification with the objectives of both the Personnel Career Service and the Agency, which promote their day-to-day efficiency, and which stimulate their interest in career service.

e. To recruit additional career employees only as required for the long-term needs of the Personnel Career Service, and to terminate the services of individuals who do not perform effectively."

*May the decisions of the Personnel Career Service Board be changed by the Personnel Director or the Assistant Director (Personnel)?*

Certainly, since the Board itself doesn't actually make any decisions. The Board recommends certain policies or actions to the Personnel Director and the Assistant Director (Personnel) who make the decisions. When you read of a decision of the Board, it is actually a decision of the Personnel Director and the AD/P.

*Does the CIA Career Service Board control our Personnel Career Service Board?*

Don't forget that the CIA Career Service Board is an advisory group, and that its decisions must be confirmed by the DCI. Similarly, our Board is an advisory group which submits recommendations to the Personnel Director and the AD/P. Thus the CIA Board does not *control* our Board. It does, however, announce policies which have been

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approved by the DCI and which govern the operations of our Board. It also reviews the operations of our Board for conformance to established principles, and requests our Board to submit reports, to cooperate with other Boards in certain matters of mutual interest, to comment on proposed policies, and to perform related functions.

*Is the Personnel Career Service Board different from other Career Service Boards?*

In a number of respects, yes. Each Board has a certain amount of latitude in the ways in which it implements the CIA Career Service Program. For example, some Boards review individual cases only if the subjects are within a certain grade range, others may consider only cases in a different grade range or in all grades. Different Boards may examine different types of personnel actions. Some Boards review Personnel Evaluation Reports, others do not. The Personnel Career Service Board has developed procedures for implementing the CIA Career Service Program; these procedures do not correspond exactly to those of any other Career Service Board. Because of the Agency-wide responsibility of the AD/P for all personnel matters, our Board has attempted to establish programs, plans, and procedures which could be used as a model for other Boards.

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*Is it possible to get a "poorer deal" (for example, slower promotions)  
in the Personnel Career Service than in some other Career Services?*

It may actually be possible but not if it can be avoided. The Personnel Career Service Board desires to establish the best possible methods of implementing the career service program. It observes the operations of other Boards and uses better techniques or methods whenever it can find them. It has no intention of penalizing the members of the Personnel Career Service by making our conditions "rougher" than those in other Career Services. On the other hand, it cannot use loose administrative practices which might seem to be giving special favors to us but which violate Agency regulations or the principles of the career service program. In accomplishing promotions, for example, the Board is required to establish certain realistic standards and controls which must be adhered to. At the present time these standards may seem to be more rigid than those of several other Boards, and perhaps are. The Board therefore is actively promoting more uniformity in such standards throughout the Agency, and the Personnel Office is planning a program for developing qualification requirements for all Agency positions in order that there may be a basis for such standards. This approach is believed preferable to deliberately lowering our standards and require-

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ments, and thus placing our personnel in the position of being found significantly under-qualified when uniform standards and requirements are established.

*Is the Personnel Career Service Board in competition with other Career Service Boards?*

Definitely not. There is no competition. Each Board plays its part in an Agency-wide program in the same manner as the various segments of the Agency work together to accomplish the Agency's mission. The various Boards form a network of key personnel who consider personnel matters and who advise the Chiefs of the Agency's major components as to the implementation of the career service program. The Boards accomplish liaison with each other on matters of common interest, and coordinate their activities in the interests of the Agency. Inter-Board relationships are an essential element of the Agency's career service program.

*Is the Personnel Career Service Board primarily interested in the utilization and development of personnel in the higher grades?*

No. A career is a career, whether you are in Grade GS-3 or GS-13. The program is designed for personnel at all stages of their careers, and at all levels of remuneration. The Board devotes equal attention to career employees at all grade levels.

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*Does the Personnel Career Service Board maintain a special personnel folder concerning me?*

No. Your official personnel folder is obtained from Transactions and Records whenever your case is being considered. The only record concerning you which is currently maintained by the Board is a folder containing your Personnel Evaluation Reports and the Board's recommendations in cases in which you were involved.

*Do temporary employees of the Agency receive the same advantages from the career service program as those of us who are career employees?*

No. The provisions of the career service program apply only to career employees (those who receive career designations). Temporary employees receive essentially the same consideration as is offered to temporary employees in other government agencies.

*Is there any one place where I can get information about this program, or at least be told where I can find it?*

It is recommended that you first ask your immediate supervisor who may have the information. If the matter concerns training, see the Training Officer of your division or staff if you are assigned to the Personnel Office. If you or your supervisor cannot obtain the information, contact the Executive Secretary of the Personnel Career Service Board.

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*Am I a member of the Personnel Career Service?*

Just ask your supervisor or Personnel Officer. He'll have your personnel folder checked and will let you know. Each personnel folder will have a record of the career designation of the person concerned. If your records show the career designation "CD-PE," you are a member of the Personnel Career Service.

*Does the Personnel Career Service include clerical and administrative personnel as well as "professionals"?*



Certainly. For example, practically every career employee in the Personnel Office is a member of the Personnel Career Service. The provisions of the Agency's Career Service Program are not restricted only to "professional" people. Every career employee of the Agency participates in the program and is also a member of one of the Agency's career services. This is not a program for "professional" personnel only.

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*If I occupy a "personnel" type job but have received a career designation in some other Career Service, will the Personnel Career Service remain interested in me?*

The Personnel Career Service Board will not be making long-range plans to equip you for progressively more responsible positions. This sort of planning will be done by your own Career Service Board. The Personnel Career Service must give primary emphasis to planning and accomplishing the optimum utilization and development of its own people, those who have received the career designation "CD-PE". The Personnel Office, however, has a responsibility for the most effective utilization of CIA personnel over the years. Each member of the Personnel Career Service Board is a key official of the Personnel Office, and as such will be quite interested and active in accomplishing actions to utilize your services most effectively.

*If I'm not a member of the Personnel Career Service, how can I join it?*

Simply address a memorandum to your present Career Service Board. In the memo, ask that you be redesignated as "CD-PE" and state your reasons for desiring that the Personnel Career Service exercise career management jurisdiction over you. Incidentally, common courtesy would require that you tell your supervisor about what you are doing. When your present Career Service Board receives your request, they



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will review it, state their recommendations, and send it on to the Personnel Career Service Board. If both Boards concur in the request, the Personnel Office will accomplish the redesignation.

*As a member of the Personnel Career Service, do I get all the advantages of the CIA Career Service Program?*

Definitely. You get all the advantages of the CIA program and, in addition, you get the supplementary benefits developed by the Personnel Career Service. These supplementary benefits are presented generally in these questions and answers.

*Does the Personnel Career Service arrange for training and other career development actions only for persons assigned to the Personnel Office?*

No. Career development plans and actions for all of the Personnel Career Service are reviewed by the Board, *regardless* of the organizational components to which the persons are assigned. If you are in oo and have been designated as "CD-PE," the Personnel Career Service Board works actively for your career development.

*How long will I be a member of the Personnel Career Service?*

For as long as you wish, *provided*:

- a. you remain a career employee,

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- b. you remain interested in the fields of specialization included in the Personnel Career Service,
- c. you are assigned to positions which are identified as being within the career management jurisdiction of the Personnel Career Service, and
- d. your performance of your duties remains satisfactory.

*Can I change my career designation to some other Career Service?*

Yes. If you are certain that you wish to join another Career Service, simply prepare a memorandum stating your request and the reasons therefor. This memorandum should be addressed to the Chairman of the Personnel Career Service Board. It is the general policy of the Board to concur in such requests, because it wishes the membership of the Personnel Career Service to consist only of those career employees who desire such association. If the Career Service Board in which you desire membership concurs in the redesignation, it will be accomplished without delay.

*If I change my career designation to another Career Service, is it necessary for me to be reassigned from my present "personnel" position?*

Not immediately. Sooner or later, however, you must leave the personnel position to acquire a specialization in which you may advance in

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your chosen Career Service. In the meantime, the Personnel Career  
Service Board will not be planning your development in the personnel  
field.

## CAREER DEVELOPMENT PLANNING

*What does it mean to say that the Personnel Career Service will "develop" a career employee?*

This is merely a convenient way of saying that the Personnel Career Service will provide its members with opportunity to increase their qualifications for their present assignments and for progressively more responsible duties with the Agency. They may increase their skills and knowledges through experience, training, planned rotation, reassignment, or other methods, some of which are provided by the Personnel Career Service. Actually, they are not truly being developed, but are being given the opportunity to develop themselves. Responsibility for increasing your qualifications belongs only to you, but the Personnel Career Service will help you whenever possible.

*What is a "career development plan"?*

This kind of plan is a feature of the career service program as carried out within the Personnel Career Service. There will be such a plan for every member of the Personnel Career Service. Your plan is a logical estimate as to where in your career you should be years from now. It is based upon an analysis of your qualifications and performance, and the best estimates of the type of work in which you have the greatest

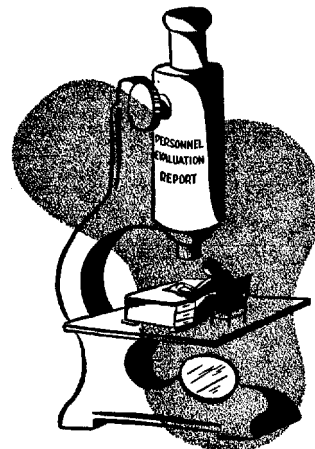
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potential ability. It is also based to a large extent on your own wishes and occupational goals. It is developed by you and your supervisor; it is reviewed by the Personnel Career Service Board and by other officials concerned in your career management; and it is approved by the Personnel Director and the Assistant Director (Personnel). Your career development plan is considered when personnel actions concerning you are proposed, and it serves as a guide to your assignment and reassignment, to your training, to your rotation, and to other aspects of your development. It is a statement of the direction in which you probably will be steered for the next year or so of your career. It should not be considered as an inflexible plan; it is reviewed periodically in the light of up-to-date information, and is changed whenever necessary. A career development plan is not confined to service within the Personnel Career Service, nor is it designed solely to plan your use and development within the Personnel Career Service. Your career is with the Agency, and your career development plan at this time may recommend that you be developed for duty within the jurisdiction of another Career Service. In summary, your career development plan is a frequently reviewed recommendation as to how you may be developed to be of most value to the Agency and to have the most rewarding and satisfying association with the Agency on a career basis. You are an active participant in shaping the plan.

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*What part does the Personnel Evaluation Report play in the program of the Personnel Career Service?*

The Personnel Evaluation Report is probably the basic instrument used in deciding upon your career development plan. In each report you have the opportunity to describe the kind of work you would like to do in the Agency, and to state your reasons for your request. In these reports also, your supervisor and a reviewing official describe your performance of your present duties, your strong and weak points, and other information about you as an individual. They comment on your ability to handle greater responsibilities now or in the future; they recommend your reassignment (if indicated) to duties better suiting your qualifications; and they recommend training or rotation for you. These reports, prepared periodically and on special occasions, are essentially your supervisors' evaluations of you and their recommendations as to your utilization and development, and they contain your firm and positive statement of your immediate and future occupational interests. Supplemented by other information, they are a basis for career planning concerning you.



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*What does the Personnel Career Service Board do with my Personnel Evaluation Reports?*

The Board reviews the reports to bring your career development plan up-to-date. Because the members of the Board are familiar with future personnel requirements, they may ask that the recommendations presented in the report be reconsidered in order that you will not be groomed for specialized areas which may not exist in the future or which may be over-crowded. The Board also may request that your supervisors submit more specific recommendations than are contained in the report. The Personnel Evaluation Report is then considered, together with other information, in order that the Board may prepare recommendations concerning your career development plan.

*Are the recommendations contained in my Personnel Evaluation Reports final?*

As indicated in the answer to the preceding question, they are not really final. Additional recommendations may be obtained from your supervisors. It may be necessary for the Personnel Career Service Board to request revised career development recommendations if the first recommendations would steer you into an occupational area in which you might help neither the Agency nor yourself. Technically, no one

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can or wants to order your supervisor to change his recommendations, but additional or alternative recommendations may be obtained when necessary.

*What information is considered by the Personnel Career Service Board in addition to that contained in Personnel Evaluation Reports?*

The Board may ask you to provide it with more information concerning your desires and career intentions. The Board may solicit more information from your supervisors. It will review your personnel file. In general, it will attempt to obtain whatever information it requires in order to submit its recommendations for your career development plan to the Personnel Director and the Assistant Director (Personnel).

*Does anyone else (beside the Board) use my Personnel Evaluation Reports?*

Yes, your Placement Officer. The Placement Officer who serves your component receives a copy of the PER and reviews it carefully before placing it in your personnel file. From the report he learns how well you are doing in your assignment. He may talk to you or your supervisors about your wishes for another assignment if you indicate these wishes in the report. If your supervisor is dissatisfied, your Placement Officer will find out why, and will do what he can to correct the situation. He will, in general, explore the desirability and possibility of transfer or



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reassignment if such is indicated in the report. The PER helps the Placement Officer to keep in touch with you and your progress during your career.

*What happens after the Personnel Career Service Board approves a career development plan for me?*

The Board submits its recommendations on your plan to the Personnel Director and the Assistant Director (Personnel). If they approve the plan, it is recorded on a record sheet. One copy of the record is given to your Staff or Division Chief in order that he may implement the plan. One copy is placed in your personnel folder. One copy is retained by the Personnel Career Service Board for its records and for its use in reviewing subsequent requests for personnel action or training for you.

*Will a request for training or personnel action for me be disapproved if it does not conform to my career development plan?*

Not necessarily. If the request does not conform to the approved plan for you, the case will be reviewed carefully. It is quite possible that the action may be approved and your career plan changed as a result of the evaluation of the case. If, however, a request for action does not conform to the principles and policies of the career service program, it will be disapproved regardless of whether or not it appears to implement your career development plan.

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*When the Personnel Career Service Board approves a plan for my utilization and development, who is notified of their decision?*

You know, of course, that it isn't the Board which makes such decisions. It is the Personnel Director and the Assistant Director (Personnel) who make such decisions. When they do, your Staff or Division Chief will be notified and will thereupon give consideration to implementing the plan. Also, anyone who examines your personnel file when considering you for a personnel action will be guided by the career development plan filed therein, even though the plan does not represent a rigid, binding decision.

*Will I be notified of my career development plan?*

When the Chief of your Division or Staff is notified of the plan approved for you, he will pass the information on to your supervisor who will discuss the plan with you. The plan is not kept a secret from you.

*Are career development plans stated elaborately and in detail?*

They will vary greatly in this respect. A certain proportion of the plans probably will recommend only that the person continue on in his present type of duties until there is more evidence to support a specific development plan. Others may recommend only that the person receive familiarization training within his own organizational component in order to groom him for supervisory responsibility in that component.

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Another may state a specific assignment which an individual is intended to assume at a future date, and may spell out in detail the experience which the person should acquire en route. In a number of instances, the plan proposed in your Personnel Evaluation Report will be approved exactly as stated. There will be many different types of career development plans, so you should not be disappointed if your plan doesn't specify that you are aimed at a Deputy Director position.

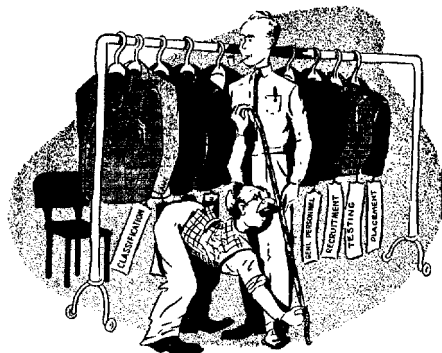
*Just how soon will there be a career development plan for me?*

These plans are important, and the Personnel Career Service Board does not wish to make hasty, inconclusive recommendations. The best planning can take place only when the following ingredients are available: knowledge of specific present and future personnel requirements; knowledge of the most logical paths of advancement; statements of qualifications requirements for positions, both present and future; knowledge of methods for acquiring necessary qualifications; the best evaluations of your present and potential skills and abilities; and a firm determination of your occupational interests and likings. As you well know, we just don't have information yet on some of these factors. When we do, the Board can make the most valid plans for your utilization and development. Until we do, the Board will work carefully with the information it has. Interim procedures will be used, and tentative plans will be approved. Such plans will tend to be short-range,

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and will be stated more generally than they will be in the future. Finally, individual plans will be developed more cautiously and slowly, and yours may not be approved for some time. The Personnel Career Service Board believes that you would prefer it this way rather than to have the Board consider plans for your career on the basis of inadequate information.

*Are career development plans made for individuals or for whole groups or types of persons?*

Both. But primarily the plans are for individuals. Your plan is based upon consideration of you as a person, and on where your career



leads you. To help in planning the career development of a large number of people, however, the Personnel Career Service Board is preparing general plans for groups or for types of persons. This doesn't mean that you'll be forced to fit a pattern or to follow the same path as others. These general plans form only a background or framework to help tailor your individual development.

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*Are there certain logical paths of advancement for me in the Personnel Career Service?*

Yes, for all members. A person advances within an organizational component and also within certain lines of occupational specialization. The Personnel Career Service Board is preparing charts to indicate the *normal* and *logical* paths of advancement within the Personnel Career Service. For example, organizational charts will show each position, and the qualifications which an individual must possess to be considered qualified for the position. In addition, such charts will show the logical ways in which persons, in general, can acquire the qualifications needed to advance from one position to another. A second type of chart will show logical advancement within separate areas of occupational specialization (e.g., placement, procurement, administrative support, etc.). Logical progression charts will be prepared for each area of specialization indicating, in general, the types of positions occurring at each level, and the logical ways of acquiring the qualifications. In addition, such charts will show logical places and methods to enter and leave the specialization. Both types of charts will be made available to you upon request in order that you may know where you stand in your career and what you have to do to advance.

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*To what extent do the future personnel needs of the Agency influence my career development plan?*

Quite a bit. You wouldn't want to try to advance in some specialization which the Agency will not require in the future. Conversely, you'll wish to aim at future work where the Agency will need you. The Agency wants to meet its future personnel needs insofar as possible by using personnel on hand. It therefore wants to develop its members now in order to meet these future needs. Not only is it good management but we all profit by it. So you can expect that your career development plan will steer you in a direction indicated by future personnel requirements.

*Will my career development plan be implemented immediately? Does the Personnel Career Service Board conduct a "follow-up" to see that my career development plan is implemented?*

The Chief of your Division or Staff is responsible for the success of the operations of his component, and must therefore have quite a bit of authority in planning just how to use his personnel to achieve this objective. If he were expected to implement your development plan as soon as he is notified of it (and to implement the plans of many other personnel in his component) it might handicap the operations of his component, and thus create a situation not in the interests of the Agency. For this reason, he may seem to you to be a little slow in

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implementing your career development plan. You shouldn't worry, because it is his responsibility to plan your immediate use and to accomplish your development. The Executive Secretary of the Board periodically discusses individual career development plans with the Chiefs of the Divisions and Staffs concerned, and keeps the Board informed of progress in executing the plans. If the Board believes that the implementation of a plan is being unduly delayed, or that the reasons for the delay may not be adequate, it will submit recommendations on the matter to the Personnel Director and the Assistant Director (Personnel) who will make their decisions. This sort of recommendation by the Board may never be necessary, because each Division and Staff Chief is behind this program and wishes it to succeed as much as you do.

*Is my supervisor required to show me my Personnel Evaluation Report?*

Under present Agency directives, no. It is possible, however, that these directives may be changed to require your supervisor to show you the report and permit you to record comments on its contents. At this time, we do not know what the chances are of this change being made.

*How can I help to plan my own career?*

There are many ways. Let your supervisor know the kinds of work which you like. Let him know the training you hope to get. Contact

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the Training Officer of your Division or Staff to find out what training opportunities are available. When you complete your part of the Personnel Evaluation Report, state specifically and positively what kind of assignment you wish and why you are qualified for it. Examine the career progression charts of the Personnel Career Service Board, and find out what assignment opportunities there are both in organizational components and in areas of occupational specialization, and the qualifications required for such assignments. Above all, examine your interests and abilities, set your sights, know your goals, let your supervisor know, and work for what you want.



## TRAINING

*Who is the Training Officer for my Division or Staff?*

Request this information from your supervisor. A Training Officer will be appointed for each Division and Staff of the Personnel Office.

*What are the duties of a Training Officer of a Division or Staff of the Personnel Office?*

In addition to his assigned duties, the person designated as Training Officer:

- a. Advises the Chief of the component on all training matters affecting the component,
- b. Develops orientation and training programs within the component,
- c. Advises personnel of training opportunities and how to apply for training,
- d. Advises supervisors with respect to preparing recommendations for training,
- e. Evaluates continuously the training and orientation conducted within the component,

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f. Ensures that personnel files contain adequate records of training completed, and

g. Prepares training records, reports and progress charts.

*Will I be informed of opportunities for training as they become available?*

Yes. Your Training Officer will be notified of training opportunities and will disseminate this information. If you wish specific information concerning a certain type of training, ask your Training Officer. If he doesn't know, he'll find out for you.

*How can I apply for training?*

See your Training Officer. In some instances, you will be required to initiate a request. In other instances, action will be taken for you, and all that you must do is indicate concurrence.

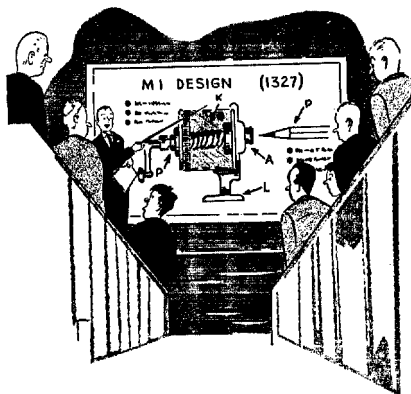
*Just what kinds of training will be available to me?*

A partial list of types of training available to members of the Personnel Career Service is as follows:

a. Training in the duties of their assignments and in their fields of specialization.

b. Informal training or rotation in various functions of the Divisions or Staff to which they are assigned.

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c. Orientation, informal training, or rotation in the various functions within the Personnel Career Service, including the personnel sections of the operating components of the Agency.

d. Training, orientation, and indoctrination offered by the Office of Training, including basic intelligence training, and management and supervisory training.

e. Seminars and courses offered by other components of the Agency.

f. Rotation assignments to other components of the Agency.

g. Training offered by other government agencies and by educational institutions.

*What is rotation? Is it training?*

The Personnel Career Service has a working definition of rotation. It is the formal or informal detail or assignment of a person to other duties for a prescribed period of time after which he returns to his assigned duties. The purpose of a rotation assignment is to permit the person to acquire training. A person can be rotated to other duties in his own

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section, branch, division or staff, or in another major component of his office. He can also be rotated to duties in another office under special provisions of the CIA Career Service Program.

*Is there training available within the Personnel Office?*

The career development program of the Personnel Career Service will place great emphasis on the training which is accomplished with the internal resources and facilities of the Personnel Office. Each division and staff will be requested to provide selected trainees with orientation and training in various aspects of its assigned functions and positions, and in the occupational specializations peculiar to the component. The scope of a block of training offered to an individual may range from several hours of orientation to possibly many weeks of intensive training in a professional specialization or function. Each block of training within the Personnel Office will be systematically organized and accomplished under plans which have been prepared by the Division or Staff concerned, which have been reviewed by the Personnel Career Service Board, and which have been approved by the Personnel Director and the Assistant Director (Personnel).

*Does each Branch, Division, or Staff of the Personnel Office offer only standardized training courses?*

No. It is necessary that an individual receive only the specific training which he requires, and not be given training in subjects which are not

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useful to him or in which he is already qualified. Training is therefore planned on an individual basis. If a division offers a certain type of training of which you need only a part, you will get just that part. In addition, each Division or Staff must be prepared to provide special training to selected individuals for specific purposes. Such training cannot be called a standardized training course.

*Can I receive rotation training right in my own Section or Branch?*

Yes. There will be many cases of such training.

*Will we have large training classes within the Personnel Office?*

No. Our concept of individualized training does not permit large training classes other than occasional presentations of subjects of wide interest. It is expected that no more than four or five people will receive training in the same subject at the same place and at the same time.

*Will the training program of the Personnel Career Service include seminars on special topics or technical functions?*

It is expected that informal seminars of this type will be conducted. They will take place during duty hours and in each instance will be the responsibility of a designated individual who is well informed in the specialized area involved. The group of career employees to receive training in a seminar may be restricted to no more than three or four

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individuals in order that the training may remain informal and personalized. The seminar will take place, whenever possible, on the actual work site where the specialized activity is accomplished. Various aspects of the specialized activity will be presented by the people who actually perform them. The actual files, forms, and other materials used in the activity will be presented and discussed, and the processes and functions will be traced and followed as they take place. For each specialized activity, actual cases and real problems will be used in the seminar training; these cases and problems will be collected over long periods of time and will be prepared in a form suitable for presentation to trainees for discussion and practice solution.

*Is it possible for me to get help in arranging to attend courses outside the Agency?*

Yes, but different kinds of help depending upon the circumstances. It may be possible for the Agency to arrange for you to acquire such training at government expense. Perhaps the training can be arranged at your expense on an LWOP basis. Some outside training you must arrange for yourself. There is no one answer, so present your specific questions to your Training Officer.

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*Does the Personnel Career Service arrange training for its members through the Office of Training?*

Yes. The Personnel Office coordinates its training requirements with the Office of Training, forwards applications, disseminates information received from the Office of Training concerning training opportunities, and makes many other arrangements to use the facilities of the Office of Training.

*What are the duties of the Training Liaison Officer of the Personnel Office?*

He maintains liaison between the Personnel Office and the Office of Training. He finds how the Office of Training is equipped to meet the training requirements of the Personnel Office, tells the Office of Training about our requirements, and coordinates our efforts to meet training objectives. He gives the Office of Training the names of our people who will participate in Agency-sponsored training programs, and insures their attendance. He sees to it that members of the Personnel Office are notified of training programs, both inside and outside the Agency, for which they may apply. In performing these duties, he works closely with the Training Officers of the Divisions and Staffs of the Personnel Office.

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*Do I apply for training or will I be recommended for it?*

You may or may not be recommended for the training which you want. If you wish to be sure that you are considered, *apply* for the training.

*Is the training which I am offered designed to increase my value to the Personnel Career Service or to the Agency?*

In every case, the answer is "both." Any training which increases your value to the Personnel Career Service will automatically increase your value to the Agency. Your completion of training which increases your value to some other Career Service or to the Agency in general will produce indirect benefits to the Personnel Career Service while you are associated with it.

*If I am offered training, is it intended to help me to be more effective in my present duties or is it to equip me for future duties?*

You will find that the two are the same. Any training which will help you to be more effective now is training for the future. Training for more responsible duties in the future will help you be more effective now.

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*How can my supervisor know enough about all training opportunities (both inside and outside the Agency) to make specific recommendations about my training (for example, when he completes my Personnel Evaluation Report)?*

Very possibly your supervisor may not have all the information he needs. He will get the information from the Training Officer of your Division or Staff if you are assigned to the Personnel Office. If you are assigned outside the Personnel Office, your supervisor may get the information from the Training Officer of your component or from the Executive Secretary of the Personnel Career Service Board.

*Are my wishes considered when a training plan is being developed for me?*

Yes. It can be assumed that you have told your supervisor what your occupational interests are. You have also stated these interests on your Personnel Evaluation Report. In addition, you will probably be consulted by your supervisors during the development of the plan, and will definitely be consulted before any official request for training is submitted. Examination of your approved career development plan will inform you generally as to what training you might expect to be proposed.

*Can I be released from my duties to take a long training course?*

Yes, if such training is approved by the Personnel Director and the Assistant Director (Personnel). This approval, of course, will be con-

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tingent upon the needs and work-load of your Division or Staff, the value of such training in the eyes of the Agency, and related factors.

*Are there any bibliographies or lists of references to materials which I can study to help me advance in my field of specialization?*

Training Officers will be requested to prepare such reference lists in order for you and others in your specialization to increase your competence.

*If I am being considered for possible training as a generalist Personnel Officer, are there special limiting factors the Personnel Career Service Board must consider before approving my training?*

Yes. Training an individual as an all-around Personnel Officer is a worthwhile objective but an expensive, time-consuming process. In each case, the Board must consider these factors:

- a. The career intentions of the individual.
- b. The long-range goals of the individual with respect to training and assignment.
- c. The projected future requirements for individuals qualified as generalist Personnel Officers.
- d. The suitability of the individual for the duties of such positions, and his capacity to absorb the training.

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e. The numbers of other individuals in training for such positions as compared to anticipated requirements.

*If I am being trained as a generalist Personnel Officer, are there any selected materials or publications which I should acquire?*

The Research and Planning Staff of the Personnel Office has prepared such kits of papers, regulations, and other materials. These kits are given to those who are being trained or reassigned as generalist Personnel Officers. Ask your supervisor to request a kit for you if you don't have one. The R&P Staff will check your status with the Personnel Career Service Board and will issue a kit to you if you are eligible.

*Will the completion of courses on my own outside the Agency help me to advance?*

Such courses certainly will help you if they increase your qualifications and give you skills and knowledge which the Agency can use. Completing training courses doesn't guarantee advancement but *contributes* to your advancement. The training you acquire must, of course, be of some value to the Agency. The Placement Officer who studies German on his own is increasing his qualifications in a way that may help the Agency, but the Placement Officer who studies elementary auto mechanics is not.

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*When I finish a training course, inside or outside the Agency, can I assume that there will be a record of the training in my personnel file?*

Unfortunately, no. Be very sure that you notify your training Officer of any kind of training or education which you complete. He will record it on a special Training Record Form which is placed in your personnel file. You'd better tell him also about any such training or education you've completed since you joined the Agency; there may be no record of that training in the file, and your Training Officer will make sure that a record does go in the file. Your Training Officer may contact you periodically to find out what additional training you've completed, but don't take a chance on it — see him as soon as you complete a course.

*After I finish training within the Personnel Office, will I be expected to criticize the training or evaluate it?*

Yes. It is necessary that our internal training activities be evaluated continuously in order to ensure that they are being accomplished most effectively. This evaluation is a responsibility of the Training Officer of each Division and Staff. As part of his approach, he conducts follow-up interviews with persons who have received training within his component, and asks for recommendations as to ways in which the training may be improved. You may expect him to contact you shortly after you complete training in his component.

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## REASSIGNMENT

*Who initiates recommendations to reassign me within the Personnel Career Service?*

Unofficial proposals may be initiated by your supervisors (these are not official requests for personnel action). Your Division or Staff Chief may negotiate such a reassignment. The Personnel Career Service Board may initiate such recommendations. The Personnel Director and the Assistant Director (Personnel) may start action on your reassignment. As you can see, the possibility of your being reassigned is not controlled only by your immediate supervisor, and your reassignments are a matter of interest to many responsible officials.

*Will the Personnel Career Service Board review a request for personnel action which proposes my reassignment?*

It may do so, and it may not. Responsibility for approving such proposals rests with the Personnel Director and the Assistant Director (Personnel). In many instances the recommendations of the Personnel Career Service Board will be obtained, especially advice as to how the proposed action conforms to the career development plan approved for the individual.

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*If a position vacancy occurs in the Personnel Career Service, is the matter referred to the Board so that it can recommend persons to fill the vacancy?*

The Chief of the organizational component concerned will probably prepare his own recommendations for filling the vacancy, and the Personnel Director and Assistant Director (Personnel) will make the final decisions. The Personnel Director may obtain the recommendations of the Personnel Career Service Board. The services of the appropriate Placement Officer will probably also be used. In general, it is not considered desirable to disrupt the normal advancement and promotion which takes place within the organizational components of the Personnel Career Service. It is seldom desirable to fill a vacancy with someone from another component when the position has been understudied by a qualified individual who is in line for the advancement within the component, and whose advancement in that direction was recommended in his career development plan.

*Can I request reassignment?*

At any time. If you are positive that you want a reassignment, talk it over with your supervisor. He may point out that a reassignment wouldn't be in your best interests, or he may agree completely with you. He'll help you decide exactly what type of assignment you should have

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(if you haven't already decided). He will brief you as to your chances of getting the reassignment which you want. He will let you know exactly how to submit the request if you wish to do so.

*If I request reassignment, will the request be given serious consideration?*

Yes. Since you are a career employee of the Agency, your personal wishes with respect to assignment will always be given full consideration.

*If there is a position vacancy in the Personnel Career Service, can I apply for it on my own?*

There's no reason why you can't if you want the position and believe you're qualified. Prepare a memo to your Division or Staff Chief which requests that you be considered for the position. You may or may not already be under consideration, but he will then see that you are considered along with other candidates for the position. At present, however, it is not planned that vacancies will be announced or publicized.

*How can I find out the qualifications I must have to be considered for a position or type of work in which I am interested?*

Ask your supervisor to find out for you. He may refer to the present qualification requirements which are being used or the new requirements which are now being developed. He may refer to the progression charts being developed by the Personnel Career Service Board and thus be able

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to tell you not only the qualification requirements, but also logical ways of acquiring these qualifications. If your supervisor cannot help you, contact the Executive Secretary of the Personnel Career Service Board for the information.

*Can my supervisor refuse to release me for reassignment elsewhere in the Personnel Career Service?*

No, it is not within his authority to do so. Your Division or Staff Chief, if he desires, can recommend that you not be reassigned to another component. The Personnel Career Service Board could recommend that you not be reassigned. Final decision on such cases, however, rests with the Personnel Director and the Assistant Director (Personnel).

*Can I be reassigned to a position in another Career Service?*

Yes. Your career is with the Agency, not just with the Personnel Career Service. Agency interests take precedence over the interests of any Career Service within the Agency. Your assignments are not limited to the Personnel Career Service. You may be considered for assignments in any of the other Career Services. When approving such reassignments, the Personnel Career Service will consider the interests of the Agency and your own wishes as well as its own requirements.

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*If I am being considered for reassignment to a position in another Career Service, will that Career Service Board be required to approve the action?*

As indicated in the answer to another question, the Career Service Boards use different procedures. Some might review your case, but others would not. Of course, the other major organizational component must approve the reassignment before it can become effective.

*Can the Personnel Career Service refuse to release me for reassignment to a position in another Career Service?*

If he believes that your reassignment to another Career Service would not be in the best interests of the Agency, the Assistant Director (Personnel) will not concur in the reassignment. In such cases, the Agency official exercising jurisdiction over both of the Offices involved would decide the case. Actually, however, the Assistant Director (Personnel) would not attempt to prevent such a reassignment if you were qualified for the new assignment, if it were your sincere desire, and if you would serve the interests of the Agency as well in the new assignment as in your present assignment.

*Can I be given an assignment which doesn't appear to advance my career or doesn't conform to my career development plan?*

Yes, the Agency might give you an assignment which might appear that way to you. After all, the Agency needs to get its work done and

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uses its personnel as necessary. But this kind of reassignment shouldn't happen very often. Actually, you'll find in the long run that every different assignment will increase your knowledge and qualifications, and will make you more valuable to the Agency. You will learn new things and acquire different skills in each assignment you receive.

*If I am in a clerical or administrative position, may I be considered for "professional" personnel duties?*

Definitely. If you are qualified, you will be given full consideration for positions in any of our areas of specialization. If you are not qualified, your career development plan may be designed to help you become qualified for a specialized area. The career progression charts being prepared will show you where and how you can break into these specializations. Current policy is to fill personnel requirements from within to the maximum extent possible rather than to recruit from outside. Our own people will be given every break in making such moves.

*How can I learn about available rotation opportunities?*

Ask both your supervisor and your Training Officer. Perhaps if you propose a rotation assignment for yourself with adequate reason, it might be arranged.

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## PROMOTION

*Who initiates recommendations that I should be promoted?*

Such recommendations ordinarily originate with your supervisor and the component to which you are assigned (section, branch, division or staff). It is possible for the Personnel Career Service Board to originate a recommendation that you be promoted. The Personnel Director and Assistant Director (Personnel) may originate such a recommendation.

*Can I be promoted if the position to which I am assigned is not classified in a grade higher than I hold?*

No. Unless your present position is upgraded, you must be reassigned to a higher grade position to receive a promotion.

*If I am reassigned to a position of higher grade, will I automatically receive a promotion?*

No. It may be necessary to delay the promotion until you have acquired the qualifications required both for the position and the grade.



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*Does the Personnel Career Service Board review a proposed personnel action which would promote me?*

Not necessarily. They will review such a case if so requested by the Personnel Director and the Assistant Director (Personnel).

*Are within-grade pay increases reviewed by the Personnel Career Service Board?*

No.

*Must I have a specific amount of time in grade before I can be considered for a promotion?*

Generally one year. You must meet the qualification requirements which have been established for the next higher grade and the position, and these requirements may specify a certain amount of experience or time in grade.

*Is there a seniority list of all those in my grade for use in reviewing promotions? Do I have to be at or near the top of such a list to receive a promotion?*

The answer to both questions is "No." Seniority is a factor which may receive some consideration in promotions, but the primary factor is the qualifications possessed by the individual. There are no time-in-

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grade lists or rosters. In nearly every case a possible promotion is considered in its own light and not in relation to other persons who may have been in grade longer.

*If you have not been promoted for a long time, will the Personnel Career Service Board investigate to find out why?*

It is planned that the Board will. They may find that you are deserving of promotion but that it is not possible within your present organizational component. They may find that you need additional training in order to be eligible for advancement. They may find that your present assignment and grade are perfectly appropriate for you. Whenever possible, the Board will prepare recommendations for actions to further your career development and advancement, if warranted.

*Is it possible for my promotion to be held up until I can finish a certain period of training?*

Yes. You must be qualified for the promotion before you can receive it. If more training is necessary, you'll have to complete it if you want the promotion. Similarly, you may have to acquire more experience, or otherwise increase your qualifications as required. Promotion is not a right, but is a recognition of the services you give to the Agency and an evaluated remuneration for those services. Promotion is not based solely upon length of service or amount of time in grade, nor is it ever an "automatic" procedure.

### GENERAL QUESTIONS

*Are all proposed personnel actions reviewed by the Personnel Career Service Board?*

No. As indicated in the answers for other questions, an action may or may not be reviewed by the Board. The Board will review actions and submit recommendations whenever requested by the Personnel Director and the Assistant Director (Personnel). It should be noted that procedures for Board review of proposed actions are fluid and may change from time to time.

*Will a personnel action which concerns me be delayed if the Personnel Career Service Board reviews it?*

There may be no delay. If there is a delay, it will probably be slight. It is not necessary for the Board to review these actions in formal session, and these cases may therefore be hand-carried to them for individual recommendations if the next meeting is not soon. The Board does not intend to slow up the actions for members of the Personnel Career Service.

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*Will I get a chance to present my wishes and opinions personally to the Board whenever it reviews my Personnel Evaluation Reports or proposed personnel actions concerning me?*

You have no right to be present at such Board meetings, but you may be asked to appear. Don't forget that your wishes are determined in each such case, and are considered in making the decisions.

*Are career opportunities (e.g., promotion, training) as good in one part of the Personnel Career Service as in another?*

In the long run, yes. At any one time you might think that some other specialized area or organizational component is getting all the breaks, faster promotions, more chance for training, or something like that. It may appear that way to you, but shortly thereafter someone in another area or component may be thinking the same thing about your's. It is a responsibility of the Personnel Career Service Board to ensure uniform, equitable practices and procedures by submitting appropriate recommendations to the Personnel Director and the Assistant Director (Personnel). Every effort will be made not to favor any specialized area or component.

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*Does the Personnel Career Service Board have anything to do with selecting new members of the Personnel Career Service?*

Yes. The Board is responsible for reviewing continuously the personnel intake of the Personnel Career Service with a view to ensuring the acquisition of highly-qualified, versatile persons with long-range potentiality. The Board recommends standards for selecting persons suitable for membership, and, upon request of the Personnel Director and the Assistant Director (Personnel), submits recommendations on proposed appointments, and on reassignments and career redesignations to the Personnel Career Service.

*If my career development and advancement seem to be stymied, is there anything I can do?*

Yes, whether it may be your own fault or not, there are many things you can do. Perhaps you should increase your efforts or improve your performance. Maybe you should take action to increase your qualifications. Do you know what type of work you wish to do, and where? Have you examined the career progression charts of the Personnel Career Service Board? Have you determined what qualifications you must have to advance? Do you know what training is available? Have you applied for training? Have you asked for reassignment? Have you stated your wishes in your Personnel Evaluation Reports? Most



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important of all, have you talked the situation over with your supervisor? This program is designed to offer you opportunities to increase your qualifications for progressively more responsible assignments, and it will help you. If you wish to advance, however, it is *your* responsibility to have what it takes or get what it takes. If your supervisor agrees that you've done all you can, ask him to submit your case through channels to the Chief of your Division or Staff.

*Will I be informed of any new developments or changes in the career service program?*

Yes. The Personnel Career Service Board will make every effort to obtain the widest dissemination of information of interest to the members of the Personnel Career Service. This booklet is an example.

*What should I do if I have a suggestion for improving this program?*

Such suggestions are valuable. You may wish to give the suggestion to your supervisor or your Training Officer. You may decide to submit

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it through the Incentive Awards Program. If you wish, you may submit  
it to the Executive Secretary of the Personnel Career Service Board for  
consideration by the Board.